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REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND NORTH

MONTHLY REPORT: AUGUST 2011

SEPTEMBER 15, 2011

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REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – RC NORTH

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CONTENTS

ABBREVIATIONS & TERMS	II
ABOUT RAMP UP NORTH	1
RAMP UP North Programming by CLIN Objective	1
RAMP UP North Implementing Principles.....	2
RAMP UP North Counterparts.....	2
Link to USAID Strategic Objective	2
RAMP UP North Target Municipalities.....	3
EXECUTIVE SUMMARY.....	4
Programmatic Highlights	4
ADMINISTRATION.....	6
PROGRAMMING ACTIVITIES	7
Citizen Engagement.....	7
Internal Survey	8
External Survey	8
Sustainable Service Improvement Projects	9
Service Delivery Improvement Plans.....	11
Municipal Management and Capacity Building Plans	11
PLANNED SEPTEMBER ACTIVITIES.....	12
ATTACHMENTS	12

ABBREVIATIONS & TERMS

AO	Assistance Objective
AOR	Area of Responsibility
ACSS	Afghanistan Civil Service Support Program (USAID)
AMSP	Afghanistan Municipal Strengthening Program (USAID / ICMA)
ANDS	Afghanistan National Development Strategy
APPF	Afghan Public Protection Force
ASI	Afghanistan Stability Initiative (USAID / DAI)
ASMED	Afghanistan Small and Medium-Sized Enterprise Development (USAID / DAI)
AVIPA	Afghanistan Vouchers for Increased Production in Agriculture (USAID)
ASGP	Afghan Sub-national Governance Program (UNDP)
CAWSA	Commercialization of Afghanistan Water & Sanitation Activity (USAID/ICMA)
CDC	Community Development Council (established under NSP)
CDP	Community Development Plan
CERP	Commander's Emergency Response Program
CLIN	Contract Line Item Number
CO	Contracts Officer
COP	Chief of Party
COTR	Contracting Officer's Technical Representative
DAI	Development Alternatives Incorporated
DCOP	Deputy Chief of Party
DMA	Department of Municipal Affairs (Office within IDLG)
DDA	District Development Assembly
DoS	Department of State (United States)
DoWA	Department of Woman's Affairs
EA	Embedded Advisor
EDC	Education Development Center, Inc. (USAID Implementing Partner)
EI	Edinburgh International
EMP	Environment Management Plan
FAF	Foreign Assistance Framework
FOB	Forward Operating Base
FPO	Field Program Officer (USAID officer within the PRT)
GIRoA	Government of the Islamic Republic of Afghanistan
GIS	Geographic Information System
HO	Home Office
IARCSC	Independent Administrative Reform and Civil Service Commission
ICMA	International City/County Management Association
IDLG	Independent Directorate of Local Governance
IED	Improvised Explosive Device (also known as BB, VB)
INF	Infrastructure (project)
IP	Implementing Partner
IR	Intermediate Result
ISAF	International Security Assistance Force
LOP	Life of Project
MAS	Modernized Accounting Systems
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
MRRD	Ministry of Rural Rehabilitation and Development

MMCBP	Municipal Management and Capacity Building Plan
MUDA	Ministry of Urban Development Affairs
NGO	Non-Governmental Organization
NINF	Non-Infrastructure (project)
NSP	National Solidarity Program
PAR	Public Administration Reform
PDC	Provincial Development Committee
PMP	Performance Management Plan
PBB	Performance Based Budgeting
POP	Period of Performance
PRT	Provincial Reconstruction Team
PPCEP	Public Participation and Citizen Engagement Program
RAMP UP	Regional Afghan Municipalities Program for Urban Populations (USAID
program)	
RC (E,W,N,S)	ISAF Regional Command East, West, North, South
RU-N	RAMP UP North
SDAG	Service Delivery Advisory Group
SDIP	Service Delivery Improvement Plan
SMAP	Strategic Municipal Action Plan
SME	Small and Medium Enterprise
SMGA	Senior Municipal Governance Advisor (RAMP UP East Key Personnel)
SOP	Standard Operating Procedures
SWM	Solid Waste Management
SO	Strategic Objective
TAMIS	Technical Assistance Management Information System
UN	United Nations
UNDP	United Nations Development Program
USAID	United States Agency for International Development
USG	United States Government
VET/CBSD	Vocational Education and Training and Community Based Skill Development
	program (USAID program)

Terms

<i>gozar</i>	Neighborhood
<i>nahya</i>	Municipal District
<i>wakil or kalantar</i>	nahia or gozar representative
<i>mustoufiat</i>	subnational representative office for Ministry of Finance
<i>Tashkeel</i>	administrative structure of a GIROA entity
<i>Safayi tax</i>	service charge and property tax
<i>Sharwali</i>	Municipality
<i>moqarara</i>	Regulation

ABOUT RAMP UP NORTH

The purpose of the Regional Afghan Municipalities Program for Urban Populations for Regional Command North (RAMP UP North) is to create effective, responsive, democratic, transparent, and accountable municipal governance in the nine provinces that comprise the International Security Assistance Force's (ISAF's) Regional Command North.

RAMP UP North will: (1) increase the capacity of the Government of the Islamic Republic of Afghanistan (GIROA) municipal officials, (2) markedly improve the delivery of municipal services to citizens in target municipalities, and (3) increase municipal capacity to enable, support, and sustain economic growth. As a result of the RAMP UP North, Afghan citizens will receive better services, understand the responsibilities of municipal leaders, play an active role in the municipal decision-making process, and see local governance structures as legitimate.

RAMP UP NORTH PROGRAMMING BY CLIN OBJECTIVE

RAMP UP North provides assistance to the Government of the Islamic Republic of Afghanistan under three primary objectives, or components, each of which have been labeled as a distinct Contract Line Item Number (CLIN) and tied to a specific goal. More precisely:

CLIN 1 ~ Capacity Building of the GIROA officials at the municipal level: All activities under CLIN 1 will directly contribute to enhancing the capacity of municipal officials, managers and technicians to perform their core municipal management responsibilities. Based on an empirical understanding of the skills, capabilities, and knowledge of municipal staff, RAMP UP North provides a combination of on-the-job mentorship, training, and advising to enable more visible, responsive, and accountable governance at the municipal level.

CLIN 2 ~ Support to the GIROA to provide responsive, effective, and visible municipal service delivery programs: Activities carried out under CLIN 2 support municipalities in delivering visible, tangible, and desirable services to citizens in the form of municipal service delivery projects (Municipal Projects). These projects simultaneously fill two purposes: (1) municipal projects provide citizens with marked improvements in daily life, helping them gain satisfaction with and confidence in their municipal government; and (2) in executing projects hand-in-hand with municipal officials, RAMP UP North builds capacity with a clear learning-by-doing approach, solidifying the GIROA's capacity to sustainably deliver services to citizens in the long term.

CLIN 3 ~ Support to the GIROA to improve economic development and revenue generation at the Municipal level: Activities implemented under this CLIN directly support the growth of local economic development and strengthening of revenue generation, and thereby the municipality's ability to finance its service offerings and operating costs. As RAMP UP North activities under CLINs 1 and 2 strengthen municipal capacity and service delivery, activities under CLIN 3 use the capacity, service improvements, and infrastructure to facilitate business growth and job creation.

RAMP UP North's approach to programming is to provide comprehensive programming that addresses each of the three aforementioned CLIN objectives through a combination of technical assistance, training, provision of material support, and direct service delivery projects delivered to municipal communities and governments in-kind (provided through the RAMP UP North *Implementation Fund*).

Technical assistance, training, and on-the-job mentoring are also an essential element of RAMP UP North support to municipal administrations; a majority of the hands-on work provided by RAMP UP North is in the form of embedded technical advisors (called Embedded Advisors, or EAs), who, in partnership with the technical experts based in Mazar-e-Sharif (with specializations in areas such as financial management,

budgeting, economic development, urban planning, communications, citizen engagement, performance monitoring, and others), will design context-specific capacity development agendas that are tailored to each municipal administration.

RAMP UP NORTH IMPLEMENTING PRINCIPLES

The RAMP UP North team is guided by six primary principles that we apply throughout our programming:

- *Afghan Ownership*: RAMP UP North will be seen as an extension of the GIRoA, not as increased foreign presence and must work within Afghan structures.
- *Afghan First*: RAMP UP North will work using Afghan regulations and systems and ensure the project is using existing Afghan resources and assets to perform the stated objectives.
- *Demand Driven*: RAMP UP North assistance will be deployed at the Kabul and sub-national levels in accordance with the needs of the IDLG and the municipalities in which we work.
- *Long-term Capacity of GIRoA*: RAMP UP North will focus on institutional development of municipalities in the long term while helping the municipalities deliver specific outcomes in the short term.
- *GIRoA Empowerment*: RAMP UP North will report to both the GIRoA and USAID on the impact of its work. All reports submitted to USAID will be shared with the IDLG, and GIRoA institutions will be the lead voice to guide programmatic activities.
- *Learning by Doing*: The best approach to capacity-building of municipal officials, managers, and technicians is integrated training and on-the-job mentoring that provides the required follow-up support needed to avoid training disconnects. RAMP UP North will leverage classroom training with day-to-day, on-the-ground assistance to municipal staff, to help solve real problems in the communities.

RAMP UP NORTH COUNTERPARTS

Government of the Islamic Republic of Afghanistan (GIRoA) Partners

PRIMARY PARTNERS:

- Independent Directorate for Local Governance (IDLG)
- Municipalities

COLLABORATING PARTNERS:

- Ministry of Urban Development
- Civil Service Commission
- Relevant Line Ministries (e.g. DoWA)

USAID Program Partners and Other Donor Partners

- Other RAMP UP Implementing Partners for RCs East, West, and South
- USAID Afghan Civil Service Support Project (ACSS)
- USAID Afghan Social Outreach Program (ASOP)
- USAID Performance Based Governors Fund (PBGF)
- USAID Kabul City Initiative
- Afghan Sub-National Governance Program (ASGP/UNDP)

LINK TO USAID STRATEGIC OBJECTIVE

USG Overarching Strategic Objective: To promote a more capable, accountable, and effective government in Afghanistan that serves the Afghan people and can eventually function with limited international support.

Additional Strategic Objectives and Intermediate Results:

- SO 6: A Democratic Government with Broad Citizen Participation; and
- IR 6.3 Strengthened Institutions for Good Governance

RAMP UP NORTH TARGET MUNICIPALITIES

The following provincial capitals are the primary Year 1 targeted municipalities **RAMP UP North Target Municipalities**

• Province	Municipality
• Badakshan	Faizabad
• Baghlan	Pul-e-Khumri
• Balkh	Mazar-e-Sharif
• Faryab	Maymana
• Jawzjan	Sheberghan
• Kunduz	Kunduz
• Samangan	Aybak
• Sar-e-Pul	Sar-e-Pul
• Takhar	Taloqan

EXECUTIVE SUMMARY

The Regional Afghan Municipalities Program for Urban Populations, Regional Command North (RAMP UP North) was established with the purpose of creating effective, responsive, democratic, transparent, accountable municipal governance in the nine provinces that comprise the International Security Assistance Force's (ISAF's) Regional Command North.

In August 2011, RAMP UP North (RU-N) transitioned from a \$50 million project in start-up mode to a \$13 million project in programming development mode. During the month, RU-N received word from USAID that the project would continue with a budget of \$12.8 million until February 2012, with a likely option year at a similar funding level. Further, the \$4 million that was de-obligated from the RU-N budget and transferred to RAMP UP East is still due to be replenished for the current funding year. The revised Scope of Work (SoW) submitted in July is still under USAID Review.

Throughout the month, programming activities moved forward according to the proposed, revised Scope of Work, and in close coordination with the USAID Contracting Officer Technical Representative (COTR). RU-N finalized the "internal" survey of municipal office staff capacity and "external" survey of key civil society and business community stakeholders, focused on citizen satisfaction and community priorities. The program worked with mayors in all communities to identify and convene citizen engagement groups who will advise on sustainable service delivery improvement. Additionally, seven municipalities identified initial Sustainable Service Improvement Projects (previously termed Expeditious Projects); scope and design was well underway by the end of the reporting period. Finally, one Sustainable Service Improvement Project moved to the contracting stage. Under the newly proposed work plan, these Sustainable Service Improvement projects will serve as the venue for key citizen/municipal engagement and will form the centerpiece of future sustainability, enhanced revenue collection, and capacity building activities.

The work plan called for progress on several key tasks to be completed by the end of August, which coincided this year with Eid al-Fitr (Celebration of the Fast). These tasks were: 1) analysis of Internal Survey results; 2) completion and analysis of External Survey data; 3) development of initial Sustainable Service Improvement Projects concepts and designs; and 4) initiating development of Municipal Management and Capacity Building Plans and Service Delivery Improvement Plans. Detailed progress updates for each task are outlined in this report under sections on Administration and Programming Activities. This report concludes with an overview of activities anticipated for the next reporting period.

PROGRAMMATIC HIGHLIGHTS

While moving forward based on a revised scope of work, RU-N activities sought to fulfill current contract and work plan requirements. The following program activities were completed during the reporting period:

- The **Civil Society and Business Community Surveys** were analyzed and the findings distributed to technical staff. These findings served as the basis for citizen discussions and project identification. The survey was administered to additional women to provide appropriate levels of women's voice.
- **Citizen Service Delivery Advisory Groups (SDAGs)** were formed and met to identify the first Sustainable Service Improvement Project concepts for each municipality, based on the external stakeholder survey results. The project concepts were presented to the Mayor for approval and announced in a press conference. Throughout the month the SDAG Chairs and Vice Chairs worked with the mayors and RU-N staff to finalize the project Scopes of Work.

- **Mayors and citizens pledged to work together** to promote and embrace transparent municipal finance and procurement processes and sustainable citizen-financed services. The Mayor and SDAG members will convene to explore ways to meet their shared responsibilities.
- Developed and designed the **initial Sustainable Service Improvement Projects** in seven municipalities; six project proposals were drafted by the end of August.
- The Request for Proposal (RFP) was released for **Aybak Park Improvement project** and a public bid opening ceremony was held in Aybak. The bid evaluation was held at the RU-N/Mazar Office, with representatives from the Municipal staff and the SDAG committee.
- Identified issues with programming development in Kunduz and placed all activities on-hold until the newly hired Municipal Team Leader (MTL) for Kunduz mobilizes in early September to provide on-the-ground supervision and support for RU-N programming.
- Formed **Public Administration Advisory Groups** from municipal staff in eight municipalities. These groups will help to develop the Municipal Management and Capacity Building Plans and Service Delivery Improvement Plans for each municipality.

ADMINISTRATION

In response to the new financial assumptions, the Operations completed the revision of organizational charts, position control lists, and operational plans to reflect the re-scoping of the project, while substantially reducing final staffing numbers. During August, Human Resources focused on recruiting and hiring remaining critical program and operations staff. In total, 17 local nationals joined the project in technical programs and administration roles.

Additionally, the project budget was carefully reviewed to eliminate any non-essential expenditures or assets. Non-Expendable and Information Resources Management (IRM) plans were pared back, producing substantial savings. For example, project team leads were supplied with GPS enabled mobile phones that serve as a field modem (Internet connection) and date/time/location stamped photo verification. The project also began discussions with USAID to obtain several armored vehicles from Mission closeout inventory. If successful, this effort will produce substantial program cost savings. Finally, remaining security improvements were completed for both the RU-N/Mazar Office and the RU-N/Mazar Guesthouses.

During the month, DAI provided technical consultation assistance to train staff and COTR on the TAMIS information system, improving project accountability and improved USAID information coordination.

At the home office, all sub-contracts were re-examined and discussions begun to reflect new budget realities, while awaiting final budget guidance from the Mission. Immediate savings were achieved through revising security needs to reflect the likely non-opening of a regional Kunduz office.

Challenges remained, particularly having the necessary credentials to obtain ISAF travel and life support in regions beyond the reach of ground movements. RU-N and the project COTR continue to work to obtain international staff Letters of Authorization (LOA) and ISAF badges for international staff members.

PROGRAMMING ACTIVITIES

CITIZEN ENGAGEMENT

Service Delivery Advisory Groups

As an initial citizen engagement mechanism, RU-N worked collaboratively with the mayors to form Service Delivery Advisory Groups (SDAGs) in each municipality. The SDAGs were envisioned as informal bodies of approximately 20 concerned, committed, civil society leaders, including at least 25 percent women representation, as well as youth and/or minority group members. The SDAGs will work to advise each Mayor on improved service delivery opportunities and needs, and serve as a bridge to the broader community.

Cooperating closely with municipal officials, the private sector, and other local development stakeholders, and receiving technical assistance from the RU-N embedded advisors, the SDAG committee will take a representative and participatory leadership role within each municipality. Specifically, the SDAGs are responsible for: 1) interacting with and advising the mayor and other municipal officials on selection and development of sustainable project/service delivery activities; 2) mobilizing community support for expanded revenues to sustain projects/enhanced services; and 3) working with the mayor to promote transparency and community communication on all RU-N-supported activities.



9 Aug: Faizabad SDAG committee discusses project selection



10 Aug: Pul-e-Khumri SDAG votes on a project concept

In early August, participants for each SDAG committee were identified in coordination with the mayors and municipal staff, with potential candidates coming from RU-N's key stakeholder Civil Society Survey list and mayoral appointees. All Service Delivery Advisory Groups were reviewed and approved by the mayors.

The SDAGs were convened in public meetings at each municipality in the second week of August. Each SDAG committee elected a Chair, Vice-Chair, and Secretary as committee officers. During the meetings, the SDAG members

discussed the Civil Society and Business Community survey findings on service delivery priorities and selected one concept, which was presented as a recommendation to the Mayor. All parties signed a Transparency and Sustainability Pledge, which outlined responsibilities for both citizens and the mayors. Citizens pledged to work together to ensure the sustainability and continued maintenance of the project activities after implementation. The mayors pledged to uphold a transparent implementation and monitoring process. The below table provides the meeting dates, initial project selection, and level of women's involvement for each SDAG.

Municipality	First SDAG Meeting Date	% of women present	Selected Project
Aybak	10 Aug 2011	35%	Review of Aybak Park improvements activity
Faizabad	9 Aug 2011	20%	Trash pick-up program for <i>nahya 1</i>
Kunduz	10 Aug 2011	25%	Trash collection in <i>nahya 1</i>

Maymana	13 Aug 2011	13%	Solid waste collection in to be determined area
Mazar-e-Sharif	9 Aug 2011	24%	Solid waste collection in City Center
Pul-e-Khumri	10 Aug 2011	12%	Trash pick-up program for <i>nahya</i> 2
Sar-e-Pul	13 Aug 2011	21%	Renovation of public park in <i>nahya</i> 1
Sheberghan	9 Aug 2011	27%	Provision of new trash bins in to be determined location
Taloqan	10 Aug 2011	30%	Solid waste collection for four <i>nahyas</i>

For the remainder of the month, SDAG members worked with the mayors, municipal staff, and RU-N embedded teams in each municipality to develop the final scopes of work for each project. SDAG committee members will work with the mayors on the design, implementation, and sustainability of the initial service improvement projects, as well as playing an advisory role on Service Delivery Improvement Plans and Municipal Management and Capacity Development Plans. The SDAG committee members will also serve as the link between municipality-wide strategies and specific sustainability plans for the beneficiaries in each Sustainable Service Improvement Project.

In terms of women's involvement, RU-N staff worked with the municipality, the Department of Women's Affairs (DoWA), and civil society leaders to identify women civil society leaders to invite to the SDAG meetings. While at least 25% of the invited persons from each committee were female, some of the actual attendance totals fell short. RU-N is continuing to work with the Mayor in each municipality to improve women's representation. In coordination with current SDAGs and the municipalities, RU-N has already identified more women to invite to the next SDAG meeting. On a positive note, women were elected to serve as officers of the SDAGs in all nine communities, including five vice-chairs and four secretaries.



11 Aug: RU-N MTL meets with DoWA Head in Sar-e-Pul

INTERNAL SURVEY

The Internal Survey was designed to assess municipal capacity and needs, and provide the foundation for developing Municipal Management and Capacity Building Plans, in partnership with the mayors and their key staff.

In August 2011, the Monitoring and Evaluation (M&E) Team worked with the internal survey data to prepare the analysis for a formal report. The survey data was then provided to the Technical Team to assist in the preparation of the Municipal Management and Capacity Building Plans and Service Delivery Improvement Plans. The findings will be included in the final plans, which will be drafted in September.

EXTERNAL SURVEY

Due to the above-mentioned funding reductions, RU-N suspended the External Survey in July, with COTR approval. In lieu of the external survey, the Technical Team developed and fielded two rapid assessment survey tools: a Civil Society Survey and a Business Community Survey. The results were compiled and analyzed in August.

In the coming months, RU-N will continue to develop and administer additional proxy tools to gather baseline information and assess changes in levels of citizen satisfaction in each municipality. In combination with regular community meetings, service delivery assessments, and focus groups, the proxy survey tools will allow RU-N to develop a rich understanding of citizen satisfaction in each municipality before, during, and after RU-N's interventions.

Civil Society Survey

In early August, the M&E team completed an initial analysis of the service delivery priorities as expressed in the Civil Society Survey. The findings were used to guide the SDAG discussions and identification of an initial Sustainable Service Improvement Project to recommend to the Mayor.

Because of variations between the initial survey list and final SDAG membership, a second round of surveys was initiated to collect the opinions of all members. At the end of the reporting period, 216 citizens were surveyed in the RU-N program region, including 46 women. In September, any outstanding SDAG member surveys will be completed.

Key stakeholder surveys are only one initial measure of citizen opinion. In addition, RU-N will explore the use of focus groups, citizen report cards and household service satisfaction surveys, in addition to community wide meetings, to facilitate a regular and representative dialogue between the government and the governed.

Business Community Survey

The Business Community Survey was administered to 20 business community representatives from each municipality in July. In August the M&E Team compiled and analyzed the data. These findings were added to the Civil Society findings and used by the Technical Programs Team during the selection and proposal development processes for the initial Sustainable Service Improvement Projects in each municipality. Survey respondents are being recorded in RU-N's participant database, and may be contacted for further engagement with RU-N.

SUSTAINABLE SERVICE IMPROVEMENT PROJECTS

Under the new funding restrictions, RU-N, in conversation with the COTR, determined that each municipality would start with one small-scale, high impact Sustainable Service Improvement Project (previously termed Expedition Projects). The initial projects were targeted with a budget of approximately \$50,000. The projects were to be identified jointly by the SDAG committee and the Mayor of each municipality. The Sustainable Service Improvement Projects are intended to provide the following:

- 1) For the community -- promote improved community service delivery models that can be sustained and replicated
- 2) For citizens -- create a learning laboratory where citizens play a role in determining community needs, monitor results, and provide the revenues for sustained municipal services.
- 3) For the mayors and their staff -- serve as the vehicle to develop and heighten skills on service delivery improvement planning, along with planning, procurement, construction management, budgeting, and other key capacity improvement needs.

During the reporting period, RU-N moved forward with the development of Sustainable Service Improvement Projects. Initial concepts were identified by the SDAG committee, approved by the Mayor, and announced at a press conference at the end of each



**9 Aug: Sheberghan Mayor
announces project concept**

SDAG meeting.

Throughout the month, the MTLs engaged with the mayors, municipal staff and the SDAG members to develop seven Scope of Work (SoW) concept documents, using RU-N's developed project templates as a guide to expedite the development process – when appropriate.

Each municipality worked with RU-N staff to define the project's technical scope of work, designs, cost estimates, municipal cost-sharing plans, sustainability and maintenance plans, Provincial Development Council (PDC) coordination, and final confirmation sign-off from the Mayor and SDAG Chair.

Technical experts from the RU-N/Mazar Office's Technical Programs Team provided as needed support in the areas of project management, engineering, and environmental management.

By the end of the month, one municipality had progressed to the contracting stage (Aybak), and six activities had fully developed proposals, which are currently being finalized by the RU-N/Mazar-based Technical Programs Team. The activity for Sar-e-Pul remained in concept development and the activity for Kunduz was placed on hold.

Examples of development process and progress follow:

- During August, discussions were held to revise the original **Aybak Park Improvement Project** design to: 1) increase the level of community involvement; and 2) expand related municipal capacity building to reflect RU-N's evolving Scope of Work. On 10 August 2011, the Aybak SDAG approved the proposed park improvement concept. A final proposal was developed. The Mayor and the SDAG Chair signed a formal partnership agreement. On 25 August, RU-N/Mazar Office staff joined the Aybak Mayor, the MTL, municipal staff, four SDAG members, and local media representatives for the formal Bid Opening Ceremony at the Aybak Municipal Building. On 28 August, a bid evaluation took place at the RU-N/Mazar Office with a municipal staff member and SDAG member present to confer on the evaluation and observe a transparent evaluation process. The contract is scheduled to be formally executed with the qualifying contractor in early September.
- The **Maymana** municipality announced the selection of waste collection as the high-priority project to initiate with RU-N support in September. The municipality currently lacks adequate receptacles for collection of trash and faces health hazards created by numerous standing piles of garbage throughout the city. The Mayor has agreed with the SDAG to target four entire districts for an initial clean-up of existing garbage piles and placement of 75 new trash containers to be used by citizens and regularly serviced – twice a week – by the municipality.
- Together with the newly-established SDAG, the **Sheberghan** Mayor identified waste collection as priority for a Sustainable Service Improvement Project. RU-N staff facilitated the SDAG meeting during which the citizen-based group discussed local needs and priorities in the municipality. After reaching consensus, the SDAG took their decision to the Mayor for consultation and approval. The project addresses long-standing problems associated with poor services related to trash pick-up throughout the municipality's four *nahyas* by installation of trash bins and containers and mobilization of existing municipal assets (four trucks and four rickshaws) for regular collection.



- The **Pul-e-Khumri** municipality estimates that each day 210 metric tons of waste accumulates in just one *nahya* of the city. The municipality is currently unable to manage the collection on a regular basis; sometimes allowing the garbage to pile up for months. The Mayor and the SDAG agreed to a RU-N-supported Sustainable Service Improvement Project in *nahya* 2 that combines citizen, local government, and RU-N resources to clean-up the accumulated garbage and establish a new system of regular collection to be sustained by the municipality in the future.



Trash in Pul-e-Khumri, Nahya 2

SERVICE DELIVERY IMPROVEMENT PLANS

Concurrent with the implementation of the Service Delivery Improvement Projects, RU-N will use the municipal projects to introduce the concept of service delivery improvement planning. These modestly scaled service delivery plans will serve as a foundation for benchmarking service improvement goals, citizen monitoring efforts, and sustainability efforts.

Throughout the reporting period, RU-N laid the groundwork for developing the Service Delivery Improvement Plans in September. The Plans will be drafted collaboratively with the Mayor and municipal staff, the SDAGs, with as needed technical assistance from RU-N experts. The draft plans will be made available, for feedback and approval, through public meetings with community beneficiaries. In turn, beneficiary approval of the Service Delivery Improvement Plans seeks to increase citizen sustainability through citizen collaboration and buy-in.

MUNICIPAL MANAGEMENT AND CAPACITY BUILDING PLANS



16 Aug: Mazar-e-Sharif Mayor chairs PAAG committee

The RU-N Internal Survey serves as the starting point for a collaborative process to identify capacity needs within the Mayor's Office, and to develop Municipal Management and Capacity Building Plans to address these concerns. The plans will be tailored to suit the specific needs of each municipality. The plans will be developed with the direct engagement of key municipal officials, who form the Public Administration Advisory Group and will receive citizen feedback.

In August, the MTLs began forming Public Administration Advisory Groups from the municipal staff in each municipality (except Kunduz). Going forward, they will work to review and refine Internal Survey data, as well as develop, identify, and prioritize all capacity development activities in the municipality. The group will work with RU-N experts to draft the Municipal Management and Capacity Building Plan.

At the end of the reporting period, the groups are at various stages of formation in eight provinces, but are scheduled to begin supporting RU-N's development of both municipal plans in early September.

PLANNED SEPTEMBER ACTIVITIES

During September, RU-N will build on the programming development progress of August to begin formal programming implementation in each municipality. Planned activities include:

- The Sustainable Service Improvement Project proposals will be finalized and approved. Procurement will move forward rapidly, meeting all USG standards, but also with strong mayoral leadership and citizen involvement. The remaining projects in Sar-e-Pul and Kunduz will be rapidly developed and moved into the approval stage.
- The Service Delivery Improvement Plans will be drafted through a participatory process involving the Mayor, key staff and SDAG for each municipality. The Sustainable Service Improvement Projects will serve as the foundation for the plans. Further, community engagements with neighborhood groups will be used to ensure citizen input and review.
- The Municipal Management and Capacity Building Plans will be drafted through a participatory process involving the Mayor, and Public Administration Advisory Group. The drafted plans will be presented to the public for review through public meetings.
- Additional citizen feedback tools will be developed including Household Assessments in the beneficiary communities for each identified Sustainable Service Improvement Project.
- Remaining key program and operations staff will be hired under the reduced funding model. Major focus will be placed on fully staffing the embedded programming teams in each municipality (under the revised structure of three embedded advisors plus one MTL).

ATTACHMENTS

Internal Survey Summary Results

External Survey Summary Results